

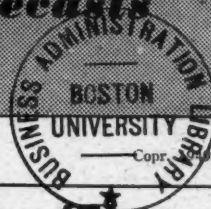
# Management News

## Business Conditions and Forecasts

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## President's Scratchpad

LAWRENCE A. APPLEY



### Good Will Toward Men

AS never before in history, the world is divided between two clearly defined and directly opposed ideologies, each part headed by a great nation. Russia is the leader of the collectivist philosophy—the individual can be considered only as a member of a group and must surrender and look to the group for the solution of his problems. The United States is dedicated to the affirmation of the individual, to the fullest development of individual character, personality, capabilities and attainment.

The Russian concept of life originated with the ancient Oriental religions. The American standard came into being with the birth of Christ, which event we celebrate at this time each year. The first teaches that an individual benefits only as the strength and activities of the group provide and distribute such benefits. The second proposes that the group benefits from the contributions and leadership of the individuals in it. The first puts a premium on mediocrity, the second on character and competence.

This is a good time to think of the practical as well as moral value of the greatest single lesson of Christmas—Good Will Toward Men. There is no problem today of individuals, between individuals or groups of individuals, that cannot be solved more quickly, easily, and permanently when approached in an atmosphere of good will.

Good will has been defined by the Supreme Court as "the disposition of a pleased customer to return to the place where he has been well treated." That means the customer believes that the merchant has the customer's interest and welfare at heart. That means the customer has confidence that he will be treated as fairly and considerately as is reasonably possible.

(Continued on Page 2)

## Trends in Business

### General Outlook

Business commentators are generally optimistic over prospects for the first half of 1950, and business men themselves appear to be feeling more confidence.

"Most executives," reports *Business Week*, after a sampling of opinion around the country, "feel that 1950—or the first half, at any rate—will be a whopper."

This optimism may, in itself, help to correct one of the unfavorable factors. The latest survey conducted by the Department of Commerce and the SEC indicates a drop in expenditures for new plant and equipment of about 14 per cent from 1949 levels in the first three months of the year. But if confidence continues strong, business men might revise their plans.

(Continued on Page 2)

To All Members of the  
American Management Association

At this Joyous and Heart Warming Season,  
the Officers and Staff of the Association  
take Great Pleasure in Extending to You  
Our Sincerest Good Wishes for a  
Merry Christmas  
and Happiness in the New Year



## President's Scratchpad

(Continued from Page 1)

A few weeks ago, I heard Frederick S. Blackall, Jr., President and Treasurer of The Taft-Pierce Manufacturing Company, deliver the Towne Lecture at the Annual Meeting of the American Society of Mechanical Engineers. In it, he said, "An atmosphere of mutual confidence is an excellent one in which to work." Confidence even permits mistakes. When the person you have confidence in fails to deliver, your reaction is that he thought what he was doing was right, that he did his best, that his heart was in the right place, and "better luck next time."

This morning, in the elevator, I heard one gentleman say to another, "I've done business with him for years. Never had a contract. We just shake hands and work out details as problems arise. He's a swell guy." Money cannot buy that kind of relationship. Legislation or contract cannot create it.

When constituents have confidence that their representative in government has their interest at heart, he remains in office. When clients have confidence in the professional man or institution rendering service to them, that doctor, lawyer, teacher, preacher, engineer, that hospital, school or church is in great demand. When the consumer has confidence in the merchant and manufacturer, they live long and prosperously. When the worker has confidence in the management, labor relations are much more constructive and productivity is higher. If there were mutual confidence between the Western Powers and Russia as to their respective intentions, the present international situation would be decidedly more stable.

Confidence is not necessarily a matter of information. The more confidence one has in another, the less facts, details and "spelling out" are required. The president of a company recently told me that over a year ago, he decided to open the floodgates of economic education for all supervision. He used every acceptable media—films, conferences, formal courses, bulletins, letters, cartoons, articles in the company magazine, etc. Before starting and one year later, examinations and tests were given to determine knowledge and attitudes.

Before the economic education program was started, the supervisors scored 16 per cent on knowledge of our private enterprise system and the company, 47 per cent on confidence in the company management, and 53 per cent on confidence in our economic system. After one year, the scores were 29 per cent, 96 per cent and 93 per cent, respectively. He considered every bit of time and money well spent. He started out to inform. Not much was retained. The confidence won in the process was retained.

Confidence is comparatively easy to gain but hard to hold. It's like the old adage about money—"Easy come, easy go." Confidence results from a deep-seated interest in the welfare of the other fellow and contact with the other fellow so that he senses it. It's a product of "Good Will Toward Men." When it is once gained, there are always individuals and pressure groups with competitive interests who are continually battering away to break it down. The answer to such attacks is not to return them

but to keep right on deserving the confidence being attacked.

This is not intended to be a philosophical reverie during a season for religious reflection. It is intended to remind us: that we are celebrating the birth of recognition of the dignity and worth of the individual; that that is the underlying principle of the economic and social system in which management functions in this land of ours; that all management problems arise out of human relationships; that solutions to these problems are most easily found in an atmosphere of mutual confidence and respect; and confidence and respect grow out of deep interest in the other fellow—out of "Good Will Toward Men."

## Trends in Business

(Continued from Page 1)

Employment rose by more than half a million between October and November, and the number of jobless dropped by 167,000 to 3.4 million. Total employment was 59.5 million, as compared with about 59.9 million in October of 1948.

"The job picture," Secretary of Commerce Charles Sawyer stated, "was perhaps more favorable than at any previous time this year."

### Production

Steel production rose to a rate above 90 per cent of capacity in the first part of December, some six or seven points above pre-strike operations. Moreover, the backlog accumulated during the strike is expected to keep operations at a high level for some time to come.

Consumer goods industries are also in a good position. Textile mills have substantial backlogs of orders, and shoe factories are operating at a high rate. Automobile production, which dropped recently due to steel shortages and model changeovers, is expected to snap back early next year.

The Federal Reserve Board's index of production, says David C. Elliot, Economist for the Cleveland Trust Company, will be about 175 for the year 1949, and the 1950 average will not differ by more than 5 per cent from that figure.

### Dividend Payments

Publicly reported dividends distributed in October amounted to \$463.5 million, or about 2 per cent less than in October of last year, but the Department of Commerce reports that total corporation dividends in 1949 may reach an all-time high of \$7 billion. (The previous record was \$6.09 billion set in 1948.)

### Sources:

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# Research

## Organization Planning

It is estimated by a distinguished engineer that 75 to 80 per cent of the problems brought to consulting management engineers are found to arise from defects in the organization structure.<sup>1</sup> A widespread feeling among AMA members of the truth of this observation has led the Association to undertake a broad study of organization which is designed to aid the membership in considering improvements in their own organizational set-ups. A good deal of this material will be based on the experience of AMA members. The following article culls some of the more recent developments in the field of organization.

**Sociological aspects of organization** • At Yale Professor E. Wight Bakke is about to publish the first results of a large organizational study started 2½ years ago. It was conducted within the framework of his "Theory of Adaptive Behavior." This is being used as a tool of analysis of the behavior of people in an organization, enabling the researcher to describe significant facts of organizational structure and behavior and to appraise the reaction of participants to those facts. It may also be helpful as a framework for training in organizational work and human relations, which can now be conducted in terms of real plant situations rather than in artificial situations created by the textbook. Professor Bakke's work is based on 1,500 interviews by a team of researchers in all departments of a large public utility and the union into which its workers are organized. Its aim is to describe the "bonds of organization" which weld individuals into a team system, the system of rewards and penalties, the job specifications, the communication system and the organizational charter. Professor Bakke describes the industrial enterprise as a small "society." Within the "society" a pattern of behavior and relationship has been worked out which often has little resemblance to the organizational chart and of which there may be insufficient awareness.

Heavily emphasized throughout the findings is the fact that the structure of this company and union "society" is in substance the behavior of participants and is therefore their creation. Changes introduced into this structure are reacted to as improvements on or threats to their "craftsmanship." The implications of this fact for many managerial decisions, such as making changes in communications, promotion and wage arrangements, technology, authority relationships, job descriptions, etc. are traced out in a manner likely to prove helpful to executives faced with such problems.

Professor Bakke's book, "The Bonds of Organization," is to be published by Harper & Bros. in the first half of 1950. This is the first of a series of publications on this subject that are likely to advance our ability to analyze and predict the effect of organization changes.

<sup>1</sup> Harold V. Coes, AMA Vice President at Large and Retired Vice President, Ford, Bacon & Davis, Inc., as quoted by R. E. Gillmor in *A Practical Manual of Organization*, Funk & Wagnall's Co., New York, 1948, p. 3.

**Some psychological aspects of organization** • A group at Ohio State University is exploring some of the psychological aspects of organization, with special reference to leadership.<sup>2</sup> Among the studies of this group, there is a special analysis of the problem of large versus small groups where the authors conclude that though the demands on the group leader's role become larger as the group becomes larger, simultaneously the group's tolerance for the leader increases also. There are also some important conclusions regarding the informal groups. For example: "In a formal organization, the informal organization within it deviates from the formal structure in greater degree when formal communications diminish."

Also in this connection must be considered the important work on "Group Dynamics" carried on chiefly at the University of Michigan. This represents an attempt to systematize better human relations within formal and informal groups. It is believed that a democratic leadership is likely to be superior to an autocratic leadership, provided use is made of group discussion, skill practice techniques (role-playing), encouragement of group experimentation.

**Defects of organization** • An important study was completed for the Swedish Government to determine some major defects of organization.<sup>3</sup> The findings seem so pertinent to business everywhere that a summary is given below of the most commonly found organizational faults:

1. Overqualified staff spends whole or part of its time doing jobs which do not require its special training and experience, but which are of a complete or partial routine type, and could therefore be carried out by less qualified and lower salaried executives.
2. Working-groups (sections or sub-sections) within an office are often too small to make possible an efficient and economical division of work.
3. Different departments and sections often carry out jobs which could be centralized to certain service groups, to be used jointly by several departments or offices. This system can, for example, be applied to certain types of bookkeeping, typing, statistical, counting and registration work.
4. The division of responsibility is incorrectly balanced between the different levels of an organization.
5. Unnecessarily complicated and cumbersome routines often exist in the treatment of simple and less important jobs.
6. Unnecessary work often occurs in the form of reports, statistics, etc.
7. Duplicate work often exists within one department, or in different departments or offices.

<sup>2</sup> See John K. Hemphill, *Group Factors in Leadership, I. Relations between the Size of the Group and the Behavior of 'Superior Leaders'* (mimeographed) and a cooperative paper produced jointly by the Ohio State Leadership Studies, under the executive directorship of Professor Carroll L. Shartle *The Problem of Leadership: An Interdisciplinary Approach* (mimeographed).

<sup>3</sup> C. Tarras Sallfors, *Principles of Organization and Management As Applied to Public Administration*, Paper presented to the Eighth International Management Congress, Stockholm, 1947.

8. Auditing and control work is not adapted in the most suitable way to the matter which is to be controlled.

**Trend toward decentralization** • In many industries we find a trend toward gradual decentralization, the dispersion of responsibility in the use of economic resources by bringing decision-making closer to the scene of action.<sup>4</sup> Thus, under geographical decentralization the local manager of a corporation's plant will become in fact the top man, with complete power of decision-making and without any interference in his delegated authority, provided he operates within the general framework of company policy and accomplishes the goals set. It is expected that managements thus given increased responsibility and authority may pass on similar opportunities to their subordinates, giving the widest possible range of decision-making at each level.

The wartime practice of subcontracting orders undoubtedly contributed to the trend. Military emphasis on dispersion of plant for reasons of security may also be a factor. But more important than the immediate causes is a long-run concern on the part of management over the problem of "bigness" and its adverse consequences. With this concern goes a feeling that the economic and political principles which made this country great should be applied to the human problems of groups in industry.

It is recalled that the owner-manager of a past age was able to make the fullest possible use of his initiative and knowledge in the small-scale enterprise, and it is felt that the present-day manager should have the possibility of exercising the same opportunities.

The local manager and his associates in management thus escape the tyranny of size and red tape. They have an opportunity to recreate the conditions of work and the accomplishments of the owner-manager.

**Public relations considerations** • Public relations considerations often have a bearing. Local management is in a good position to make practical contributions to the local community, where a centralized office of community relations would be unfamiliar with local needs and problems and be forced to deal largely in generalities. The local manager can see to it that company actions do not conflict with or obstruct community welfare, or cause annoyance and inconvenience to local residents. The local manager can do much to help direct the income generated by the company into useful local projects which will aid in maintaining prosperity, even after the local branch has declined or disappeared, as must inevitably happen in the exploitation of a mineral resource like oil. The company and the local management will be judged by their personal contacts with the local people—for example, how job applicants are treated by the interviewers of the personnel department, whether the service

station manager is merely an order taker or utilizes his opportunity to exercise initiative.

**Technical advisers** • Local management may be aided by a body of technical advisers on such matters as personnel, marketing, engineering, manufacturing and finance.

These staff advisers are likely to make an important contribution toward the professionalization of business. For example, the research and marketing staffs of the oil industry have developed a very responsible attitude toward the sale of its products, now so highly specialized through developments in petroleum engineering and synthetic chemistry. Without professional research and professional selling, the customer might be at a considerable disadvantage in attempting to choose among products.

**Coordinating committees** • Now how does all this work together without confusion, or without requiring the president or his immediate staff to act as arbitrator in sincere differences of opinion between head office, regions, and refineries, between line and staff officers? For this purpose a number of companies have set up two types of committees, under the chairmanship of the president or the senior vice president. One, the management committee, comprised of the chief line and staff officers, meets daily at the head office for the purpose of general direction and coordination, and to discuss, review and recommend broad company policies. The other committee is the operating committee whose responsibility, as the name indicates, is entirely in the area of operations.

**A department of organization** • A number of companies have established special departments of organization. Among these firms are the Standard Oil Company of California, the Koppers Company, the Ford Motor Company, the Remington Rand Company and a number of other firms in the oil and automobile fields particularly. The organization department is often headed by an experienced management engineer, possibly a former consultant. He usually reports directly to the president or chairman of the board. It is often his function to survey the organization structure as it exists and make recommendations for change. This usually involves setting up a more logical organization structure, paying proper attention to the principles of organization. This is usually accompanied by the compilation of an organization manual containing policy, job descriptions, responsibility and authority at every level. A major function of the department is to keep the organization manual up to date and see that its intention is carried out. Further the department may determine the types of reports and forms used in the company. Sometimes the organization department also has the function of salary determination and manpower control. The latter may be particularly valuable in a time of declining sales, for the department on organization will usually have laid out a plan of the manpower requirements in the various departments at different levels of operation, having determined in the first place the actual level of operating budget required (and trimming a good many expenditures in the process).

ERNEST DALE

<sup>4</sup> Among the recent extensive literature, see especially Ralph J. Cordiner, "The Implications of Industrial Decentralization," *AMA General Management Series No. 134*, 1945, pp. 24-32; John Allen Murphy, "What's Behind Today's Trend Toward Decentralization," *Sales Management*, October 1, October 15, November 1, November 10, 1946; R. E. Gillmor, "Coordination and Supervision in the Office," *AMA Office Management Series No. 90*, 1940, pp. 3-12; John B. Thurston, "A New Concept of Managerial Control," *AMA General Management Series No. 134*, 1945; Claude V. Swank, "Some Principles of Decentralized Operation," *AMA Production Series No. 176*, 1947, pp. 3-9.



# Listening Post

JAMES O. RICE



**On the profit beam** • Many companies are inadvertently encouraging their employees to work *against* over-all profits instead of for them, Keith Powlison, Vice President and Controller, Armstrong Cork Company, pointed out at the AMA Finance Conference. Often, he said, matters are so arranged that the individual—a department head,

for example—has more to gain by “empire-building,” by developing complicated procedures, or simply by keeping his record clear of mistakes than he does by working for profitability.

As a test of how things stand in this respect in any particular company, Mr. Powlison proposed several questions, some of which were: Is the growth record of the company more impressive than its earnings record? Does the company have the reputation of being more aggressive in adding new businesses than it is realistic about eliminating unsatisfactory old ones? Does the job evaluation plan place major emphasis on size factors—number of employees, plants, products, areas, functions, sales dollars for which the person is responsible? (The effect of such plans, Mr. Powlison said, is to penalize individuals for eliminating personnel to reduce costs, for closing out losing businesses, or for transferring functions to improve efficiency.) Is the company's organization growing faster than either volume or profits and particularly the latter? Is a substantial part of today's profit coming from over-absorption of fixed expense because of high volume rather than from the difference between income and costs at normal volume? Is the company's reputation for so-called modern, streamlined management better than its actual record as a money-maker?

Though there is no simple test which will reveal whether or not the company is on the profit beam, Mr. Powlison said, answers to questions like those above will give some indication of the score.

**Financing major improvements out of earnings** • Should a company attempt to finance new plant and equipment out of earnings rather than raise the money by selling stock?

A good many firms, of course, have been following this policy in the past few years, and, according to Dr. Jules I. Bogen, Professor of Finance, Graduate School of Business Administration, New York University, and speaker at the AMA Finance Conference, the over-all effect on the economy has been good. The practice of using profits to increase productive capacity, he said, has played a major role in checking the inflation fostered by government deficit spending and labor union demands.

On the other hand, representatives of investment firms who took part in a Conference panel session felt that the practice has been, in large measure, responsible for the apparent shortage of equity capital.

It may well be, said Benjamin Graham, President, Graham-Newman Corporation, New York, that inadequate dividend rates are responsible for the shortage. “In many instances,” he stated, “the dividend rate has been inadequate in relation to earnings, and particularly in relation to the value which the management itself sets on the common stock and below which it does not wish to sell additional shares.”

Harold E. Aul, Vice President, Calvin Bullock, supported this viewpoint: “There is no lack of equity capital,” he said, “but there certainly has been a lack of adequate dividends—which might account for the poor market performance of many industrial stocks. Too often the need for capital is simply an excuse for withholding earnings from dividends.”

Dr. Bogen believes, however, that management should continue the policy of retaining earnings, though it will not, he said, perhaps be possible or advisable to do so on the scale of the last three years. Statistics, he reported, indicate that the small stockholder is coming back into the market: “Open-end investment trusts sold \$200 million of their shares net after redemption in the first nine months of this year,” he said. “That is several times as much as they could sell even three years ago, and it is a record. Public purchases of odd lots of securities are showing a large excess over sales.”

Dr. Bogen suggested that the main reason why people have been reluctant to buy common stocks has been the failure of industry to do an educational job. When people were asked in a recent Federal Reserve Board survey why they did not propose to buy stocks, he noted, more than half said it was because they were unfamiliar with them, and another large group said, “Stocks are unsafe.”

“That clearly means the job of education has not been done,” Dr. Bogen said. “People are willing to take a direct interest in American corporations on a much larger scale than in the past if they know more about the stocks.”

**How much in dividends?** • What proportion of the earnings should a corporation pay out in dividends? The panel analysts agreed that the answer must depend in large measure on the circumstances of the individual company. However, Mr. Aul suggested past experience would indicate that, for a typical industrial company, the figure should be somewhere in the neighborhood of 60 or 65 per cent.

Too many companies, it was pointed out, have no policy on dividends at all, even a general one, or if they do have one they fail to explain it adequately to the stockholders. As an example of poor stockholder relations, Mr. Graham cited the case of the company president who blandly announced at the stockholders' meeting that the dividend would be deferred “because the increased volume of business necessitated retention of earnings to increase working capital.” “You can imagine,” Mr. Graham said, “the frustration, dissatisfaction, and disgust the average stockholder feels when he's told he's not going to get a dividend because business is increasing.”

# Activities of the AMA

## Personnel Men Will Meet February 13-15 in Chicago

What role should the personnel department play in organization planning? What are the implications for management of current internal political situations within unions? What are the latest developments in the use of films in personnel department activities? How does one set up an organization to administer a pension plan? How should the pension plan be "sold" to employees? How may an employee activities program best be organized?

### Film Workshop Planned For Personnel Meeting

AMA will sponsor its first "film workshop" for personnel men, in conjunction with the Chicago Personnel Conference, set for February 13-15 at the Palmer House. Films shown will be those made by and for member companies for use in personnel department activities—training, communication, etc.

The Personnel Workshop exhibit of personnel forms, which has been a feature of the conference for the last few years, will also be on view.

The AMA Winter Personnel Conference, to be held February 13-15 at the Palmer House, Chicago, will consider those questions, among others, through the media of addresses, case stories, and panel discussions. Among the speakers will be Claude Wampler, President, Carrier Corporation; Sumner Slichter, Lamont University Professor, Harvard University; Carroll Daugherty, Chairman of the President's Steel Fact-Finding Board; Alexander Bavelas, Assistant Professor of Psychology, MIT; Allen B. Gates, Eastman Kodak Company; W. H. Edmund, Director of Recreation, Goodyear Tire and Rubber Company; and M. S. Pitzele, Labor Editor, *Business Week*.

John S. Bugas, Vice President, and Director of Industrial Relations, Ford Motor Company, is in charge of the program, assisted by members of the Personnel Division Planning Council.

### Workshop Seminars To Follow Conference

Another series of Personnel Workshop Seminars—similar to those held following the New York Personnel Conference in September—will be held immediately after the Chicago Conference, February 13-15.

The seminars, at which small groups meet for two-and-one-half days intensive study of particular aspects of personnel work, will begin on the afternoon of February 15. Topics tentatively set are: "Executive Inventory and Development," "Top Management Organization and Control," "Collective Bargaining on Social Insurance," "Preparation for Arbitration," "Non-Financial Incentives,"

"Mechanics of the Employee Communications Program," "Administration of the Personnel Department," "Role-Playing and the Conference Method in Supervisory Training," "Administration of Employee Benefit Plans," "Carrying Out a Program of Personnel Research."

## AMA Plans Meeting In San Francisco

AMA will sponsor a three-day General Management Conference in San Francisco, January 18-20, at the Hotel St. Francis. Sessions, open to all business executives, will take up problems of labor relations, organization, production, marketing, finance and insurance.

One full afternoon will be devoted to "Implications to Management of the Changing Concept of Security," a session designed to provide background for management on this issue. General trends will be discussed by Cyrus S. Ching, Director, Federal Mediation and Conciliation Service, and Alexander R. Heron, Vice President, Crown Zellerbach Corporation, San Francisco. Lee Laird, Manager, Benefits Division, Personnel Department, Standard Oil of California, will speak on the practical aspects of inaugurating a pension program, and William Wallace, Executive Director, The Savings and Profit Sharing Pension Fund of Sears, Roebuck, Chicago, will describe the functioning of a well-known and successful plan involving a singular profit-sharing feature.

The problem of management communication with employees will be analyzed through a case-story approach at a session on the morning of January 19. Speakers will be A. C. Beeson, Director of Industrial Relations, Food Machinery and Chemical Corporation, San Jose; D. P. Bryant, Vice President, Bekins Van & Storage Co., Los Angeles; James Worthy, Personnel Department, Sears, Roebuck and Co., Chicago; H. J. Stroud, Manager, Industrial Relations Department, Signal Oil and Gas Company, Los Angeles.

Other topics will include: "The Challenge of Research and Technology to Management," "Added Management Responsibilities in 1950," "Cost Reduction—Machines, Methods, Men?" "Marketing Problems and Opportunities for Management," "Developments in Management Organization for Efficient Production," "Management Action for Meeting Current Problems," "Insurance Problems for Management," "Economic Development and the Business Manager," "Management's Response to the Modern Challenge."

### Marketing Conference

AMA will sponsor a three-day Marketing Conference, March 15-17, at the Hotel Statler, New York City. Frederick B. Heitkamp, Vice President, ATF, Inc., and AMA Vice President for the Marketing Division, is in charge of the program.

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